



Moving from Opportunity to Operation

The Art of Making Business Happen

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MOO: Workshop Series

1. **Moving from Opportunity to Operation: An Overview**
2. Unique Competitive Space Profiling
3. Opportunity Identification & Prioritization
4. Business Model Development
5. Immediate Start-Up Plan (ISUP) Development

Seminar Topics

- Unique Competitive Space
- Business Opportunity Identification & Prioritization
- Positive Cash-Flow Business Model & Implementation



Moving from Opportunity to Operation

UNIQUE COMPETITIVE SPACE

What is UCS?

- It is the space for which you are uniquely designed to create value, which inherently gives you competitive advantage over others.

Abundance versus Scarcity

- Unlimited versus not enough
- Origin of scarcity mentality in business
- Operation of control versus authority
- Concept of freedom
- Concept of invisible to visible
- Impact of abundance paradigm on business environment
- Change in landscape of competition

What is an Entrepreneur?

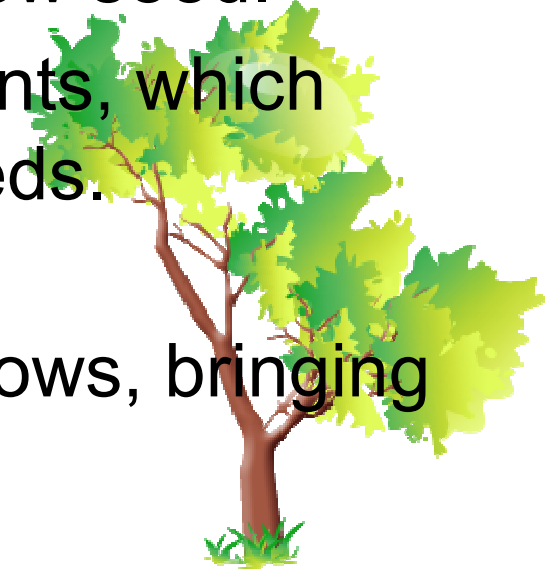
- A person who creates things based on his or her uniqueness.
- We are all creators. We are all entrepreneurs.
- In business, entrepreneurs create value to create wealth while serving others.
- The process of creating value involves the spirit, mind (soul) and body.
- Every good thing. Everything with potential starts with your spirit.

What is an Entrepreneur? (cont'd)

- Lives the life of an entrepreneur. Sees it as a journey.
- Understands that our unique competitive space is more about serving others than ourselves.

Value Creation Process

1. Dreams and ideas are seeds planted in your spirit.
2. Seeds grow into plants.
3. Plants produce fruit (value) with new seed.
4. New seeds now produce more plants, which produce more fruit (value) and seeds.
(Multiplication)
5. Multiplication evolves until it overflows, bringing profit.



“Power Push” for Progress

- Serve and seed to others.
- Identify principles and values. Keep them.
 - Compassionate Samurai by Brian Klemmer
- Live and operate in the abundant entrepreneurial worldview.
- Focus on creating value first, not making money.
- Be a warrior – bold, strategic, flexible, relentless.
- Operate out of your strength.
- Seek knowledge and learn. Use it.

“Power Push” for Progress (cont’d)

- Collaborate with others.
- Act with urgency.
- Know when to sit back and reflect.
- Use what you have.
- Work on a shoestring budget. (Bootstrapping)
- Stay out of debt.
- Aim at getting clients to start business, not financial assistance.

Business Development

1. Unique competitive space assessment
2. Idea generation
3. Concept development
4. Concept validation
5. Evolutionary development, or pilot
6. Implementation

UCS Assessment

- Passion, personality and abilities (DNA) point to purpose.
- Capital is important, but goes beyond finance.
 - Spiritual
 - Intellectual
 - Asset
 - Resource
 - Social
 - Physical
 - Financial

UCS Assessment (cont'd)

- Understanding your environment is essential.
 - **S**ocial/Cultural
 - **T**echnological/innovation
 - **E**thical
 - **E**conomic
 - **P**olitical
 - **L**egal
 - **E**nvironmental

UCS Assessment (cont'd)

- Understanding your competitive landscape is also essential.
 - **S**trengths
 - **W**eaknesses
 - **O**pportunities
 - **T**hreats

SWOT Analysis

Strengths	Opportunities
Weaknesses	Threats

- Strengths/weaknesses focus on your internal issues.
- Opportunities/threats focus on your external issues.
- Goal is to match your strengths to opportunities for success. At the same time, finding ways to overcome or transform weaknesses to strengths and threats to opportunities.
- Also, generate SWOT for key competitors. Then, compare.



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BUSINESS OPPORTUNITY IDENTIFICATION & PRIORITIZATION

What is an Opportunity?

A possibility due to a favorable combination of circumstances.

Opportunity Insights

- “We are all faced with a series of great opportunities brilliantly disguised as impossible situations.” *Charles Swindoll*
- “Luck is what happens when preparation meets opportunity.” *Seneca, Ancient Roman Philosopher*

Opportunity Insights (cont'd)

- Don't wait for extraordinary opportunities. Seize common occasions and make them great. Weak men wait for opportunities; strong men make them.” *Orison Swett Marden*
- “Opportunity is missed by most people because it is dressed in overalls and looks like work.”
Thomas Alva Edison

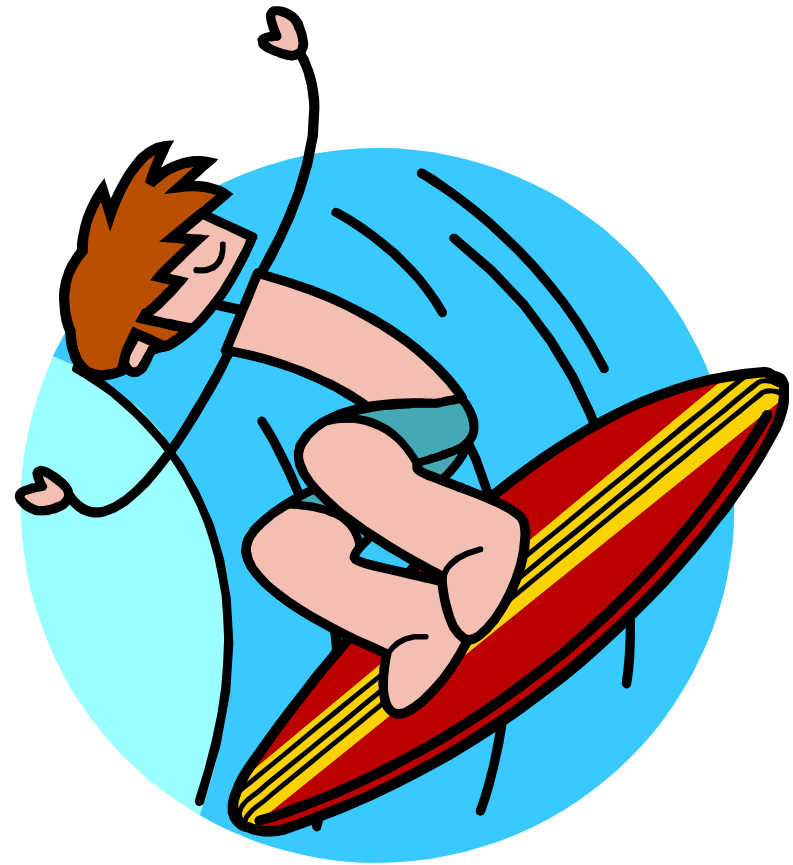
Opportunity Risk & Reward

		Reward		
				High
Risk	High	<ul style="list-style-type: none">• Reward Low• Risk High	<ul style="list-style-type: none">• Reward High• Risk High	
	Low	<ul style="list-style-type: none">• Reward Low• Risk Low	<ul style="list-style-type: none">• Reward High• Risk Low	

- Best scenario is high reward and low risk, which is rare.
- Typical scenario is high reward opportunities also carry high risk.
- Should always try to aim for high reward, but re-configure strategy, business model, practices, operations, etc. until risk is minimized, manageable, or low.
- You may have to build on increments, e.g., steps, phases, that are good reward with managed risk to reach the end goal of high reward.

Opportunist Types

- Beached whale
- Tip-Toer
- Wader
- Grabber
- Catcher



Key Areas for Opportunities

- **Take advantage of market.**
- Look at existing business.
- Enter manufacturing or assembly.
- Become agent or distributor.

Info extracted from “Business Development Concepts” by Small Business BC

Ways to Take Advantage of Market

- Take advantage of a market switch.
- Capitalize on a growth trend.
- Take advantage of new fashions or fads.
- Cover market gaps or shortages.
- Imitate a successful product or idea.
- Find a good product that has failed.

Info extracted from “Business Development Concepts” by Small Business BC

Ways to Take Advantage of Market (cont'd)

- Transfer a concept from one industry to another.
- Invent a new product or service.
- Create a market demand.
- Serve unique client groups.
- Take advantage of circumstances.
- Find people with under-used skills.

Info extracted from "Business Development Concepts" by Small Business BC

Prioritization Criteria

- Provide value to client.
- Can implement using existing resources & capital.
- Can deliver with excellence and quality with available capacity.
- Can implement within 3 to 6 months.
- Is easy to implement.
- Take business to the next level.
- Generate positive cash flow within 3 to 6 months.

Business Opportunity Prioritization Matrix

Opportunity	Criteria 1 Value	Criteria 2 Delivery Excellence	Criteria 3 Start in 3-6 months
Opportunity 1	2	5	3
Opportunity 2	5	5	1
Opportunity 3	4	2	2
Opportunity 4	1	5	1

- Use a scale of 1-5 to score each criteria. Five is the highest.
- Total the score for each opportunity. The opportunity with the highest score considered the best option.



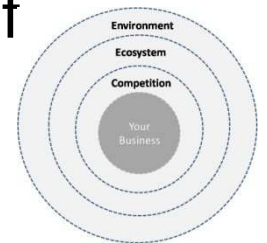
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POSITIVE CASH-FLOW BUSINESS MODEL & IMPLEMENTATION

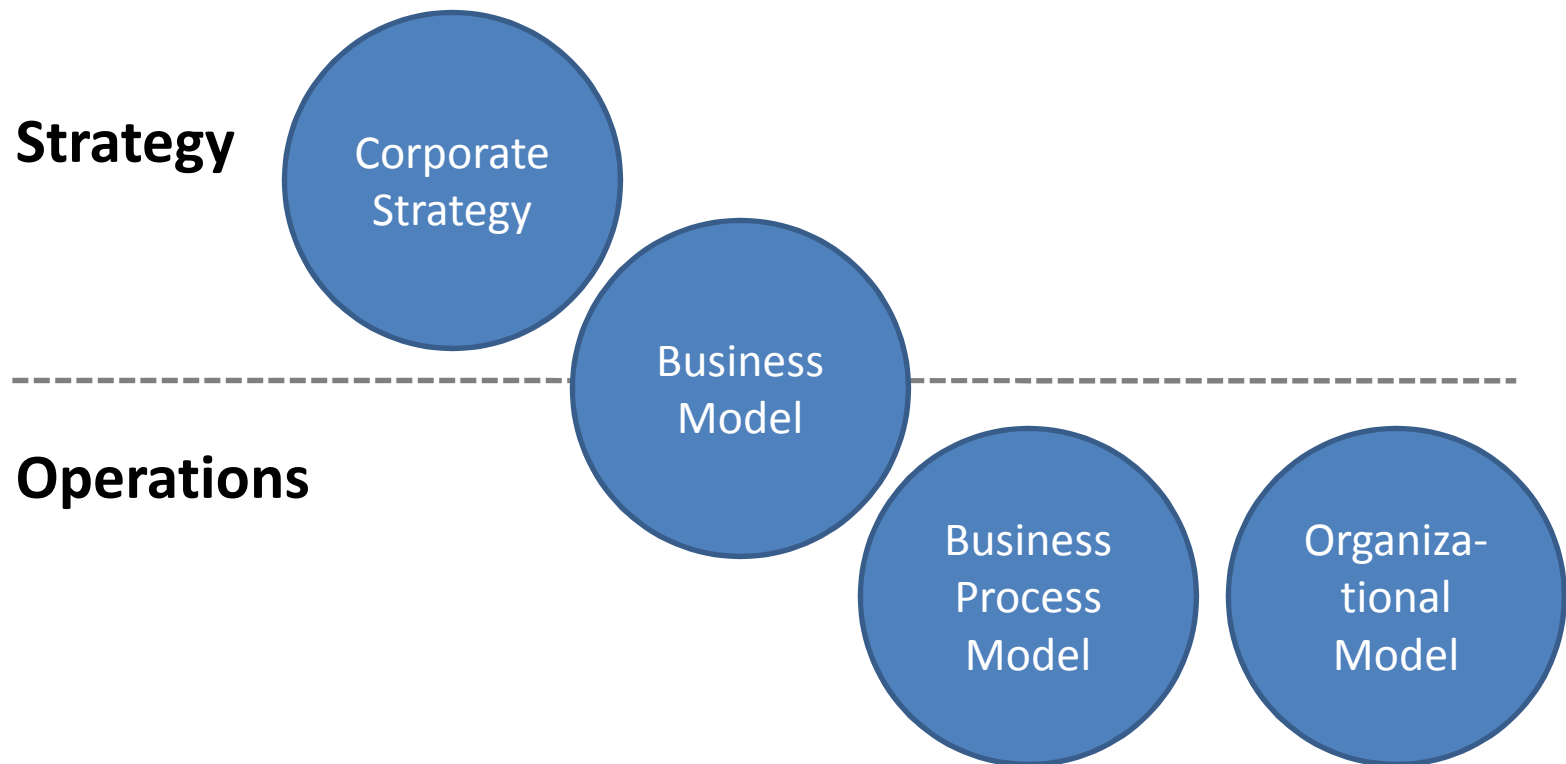
Business Model Definition

- (How do you logically create that value?)
 - “...Defines the value-creation priorities of an actor in respect to the utilization of both internal and external resources. It defines how the actor relates with stakeholders, such as actual and potential customers, employees, unions, suppliers, competitors, and other internal groups. It takes account of situations where the actor’s activities may (a) affect the business environment and its own business in ways that create conflicting interests, or impose risks on the actor; or (b) develop new, previously unpredicted ways of creating value.”

- *Business Orchestration: Strategic Leadership in the Era of Digital Convergence*
by Johann Wallin



Where Does the Business Model Fit?



Central Question for Business Model

How do we fulfill our purpose to
serve our clients in a sustainable way
while making a profit and
sharing the benefits with our stakeholders?

Some Characteristics of a Sustainable Model

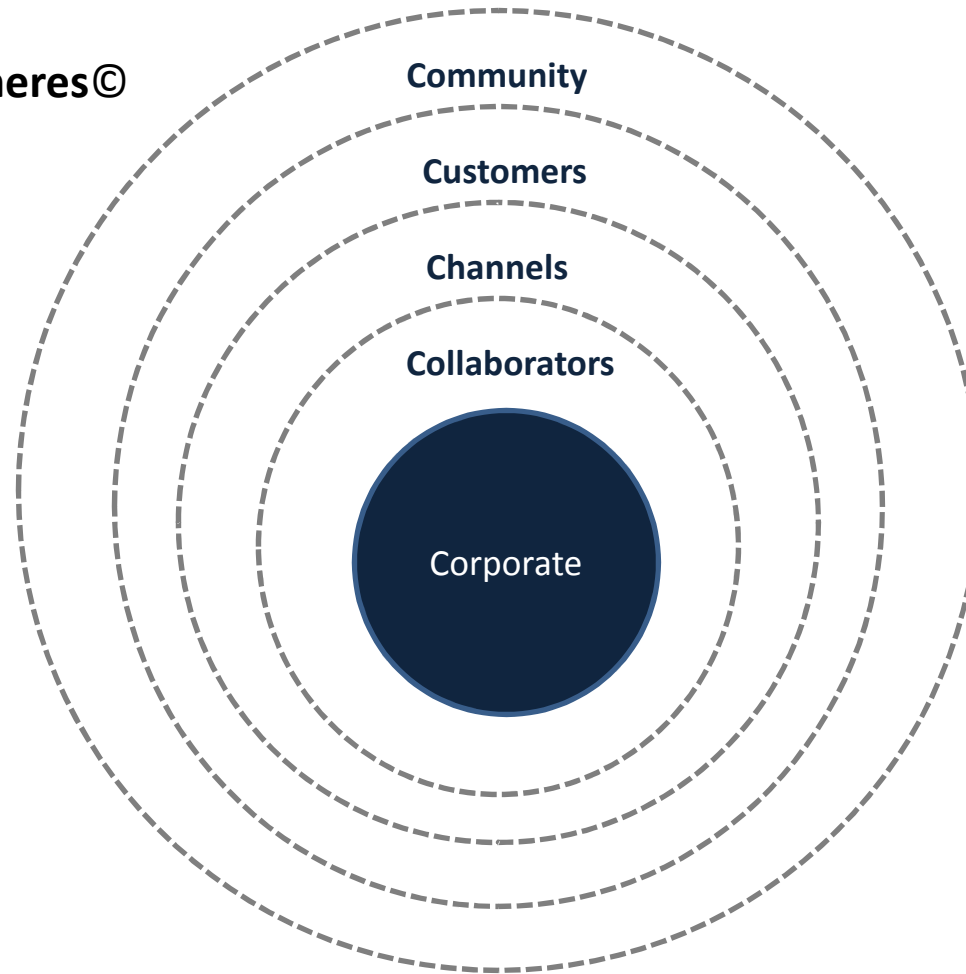
- Growth
- Multiplication
- Adaptation
- (R)evolution

What is Profit?

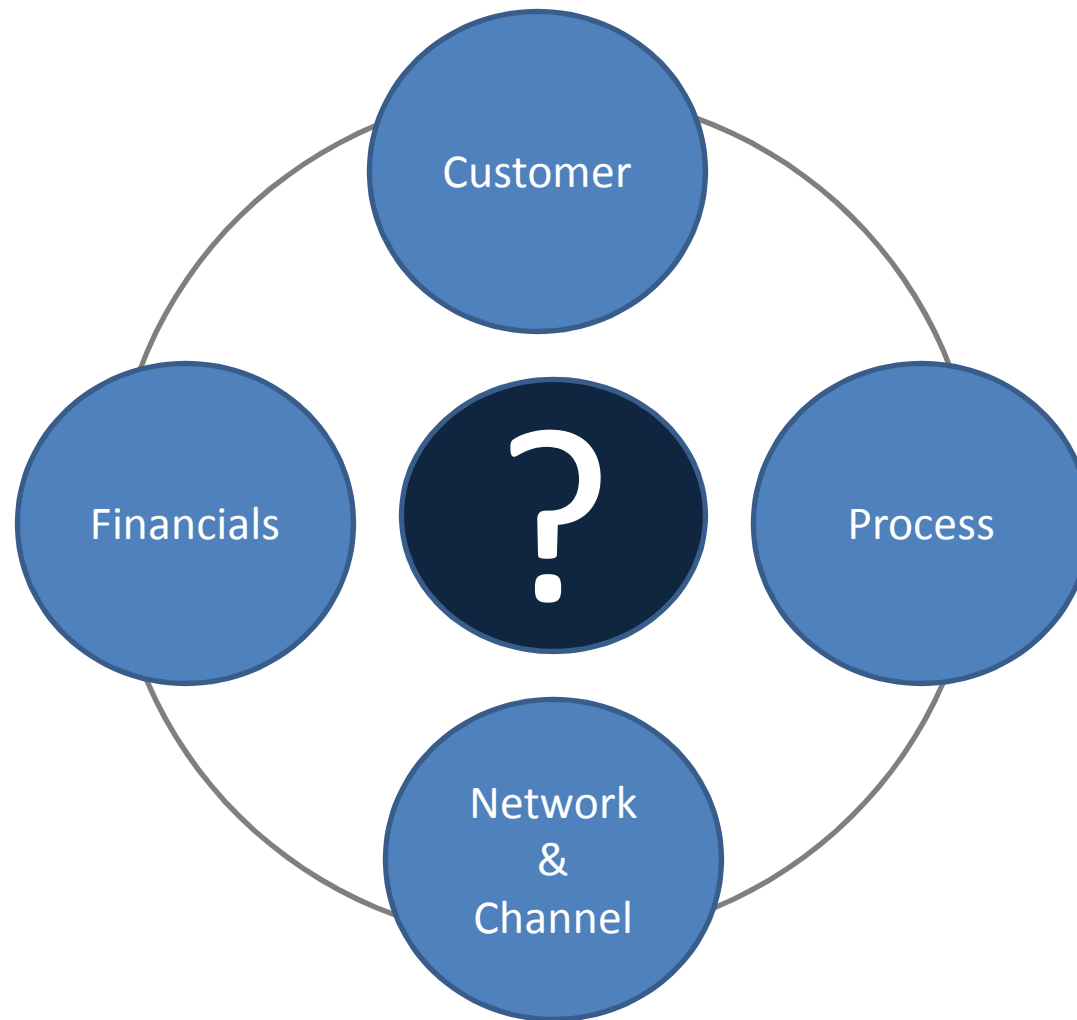
- Is a gain or positive increase.
- Can include:
 - Financial
 - Social
 - Spiritual
 - Resource
 - Intellectual
 - Political
 - Physical

Who are the Stakeholders?

C5 Stakeholder Spheres©



Business Model Elements



Customer Element

- Who are our customers?
- What do we offer each of our customer segments?
- How do we relate to our customers over time?

Process Element

- What key activities are involved in running the business?
- Who will be the people/groups responsible for the key activities involved in running the business?
- What are the outputs from the key activities involved in running the business?
- What resources do we use to run the business?

Network & Channel Element

- With whom do we partner, align and/or collaborate?
- What and who do we use to reach our customers?

Financial Element

- What are the key costs (fixed, variable, direct and indirect) of running the business?
- How do we generate revenue?

Business Model Development Process

1. Write down what you know now.
2. Research to improve and fill gaps.
3. Generate your first business model draft.
4. Pass around to trusted, key stakeholders for input.
5. Review and update several times.
6. Finalize your first business model.
7. Develop an immediately, implementable version of business model, if possible.

Aim of Implementation

- Take business to a new level.
- Develop a transformative path, leading to new success.
- Build value to draw paying clients, thereby producing steady and increasing cash flow.

Components of Implementation Plan

- High-level strategy
- Goals
- Objectives
- Milestones
- Activities
- Timeframes

Components of Implementation Plan (cont'd)

- People responsible
- Resources needed
- Obstacles and ways to overcome



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REVIEW & FEEDBACK

Review Process

- Pull out review packet.
- If you are at a location with a facilitator, he or she will walk you through the packet and debrief the responses of the group.
- Complete the review packet.
- If you are local, the facilitator will respond to any question you have. If you are completing on your own or without a facilitator, post comment(s) in the discussion area or send an email based on instructions in review packet.



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NEXT STEPS

Follow-Up Workshops

1. Unique Competitive Space Profiling
2. Opportunity Identification & Prioritization
3. Business Model Development
4. Immediate Start-Up Plan Development

Next Steps

1. Start count down for implementing a business opportunity within six months after first workshop.
2. Complete one follow-up workshop a week over the next month.
3. Turn in completed tasks for review each.
4. Participate in weekly feedback conferences for workshops.
5. Set up schedule for regular feedback for this six-month period.

Deliverable for Next Workshop

- Deliverable will be for both the Unique Competitive Space Profiling and Business Opportunity Identification & Prioritization workshops.
- Walk through and write down results from Unique Competitive Space Assessment
 - Passion, skills, experience, natural abilities, personality, etc.
 - Capital or strengths
 - STEEPLE analysis
 - SWOT analysis

Deliverable for Next Workshop (cont'd)

- Walk through and write down results from Business Opportunity Analysis
 - Business opportunity identification
 - Business opportunity prioritization
- Come away with two or three business opportunities you would pursue based on your understanding of your unique competitive space at this moment, as well as the prioritization criteria for business opportunities mentioned in this seminar.

Any questions?

- Have facilitator send a list of group questions to us. The facilitator will have the correct contact information.
- Schedule a feedback conference with us.

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**THANK YOU! KEEP MOVING
FORWARD!!!**